

29 April 1952

TO: Deputy Director (Administration)
VIA: Chief, General Services
FROM: Chief, Organization and Methods Service
SUBJECT: Staff Study of Overt Administration

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1. PROBLEM.--How can the procedural relationships, between CIA, administrative offices and their administrative counterparts in the overt Offices be improved?

2. ASSUMPTIONS.--

a. The Deputy Director (Administration) is answerable to the Director of Central Intelligence for the effectiveness of CIA administration.

b. Administration includes those types of functions found at Agency level under the immediate jurisdiction of the Deputy Director (Administration).

3. FACTS BEARING ON THE PROBLEM.--

a. Quantitative Aspects of the Problem.--Generally speaking the overt Offices of CIA are less extravagant in their use of administrative positions than the covert Offices. The relative dearth of overseas responsibility in the overt Offices plus their relatively long and stable experience has been largely responsible for this situation. Of the 70 positions examined in the overt Offices (does not include Office of Training) a majority of them are filled. A considerable excess of personnel was noted in ORR. Details regarding the situations in each overt Office are attached in Annex "A".

b. Qualitative Aspects of the Problem.--The absence of major confidential funds problems in the overt Offices permits their administrative elements to operate in a relatively uncomplicated fashion. Each Office, however, devises its own internal procedures, and these procedures are not under close technical supervision by Central Administration. There is a noticeable tendency for Central Administration to remain ensconced and leave operating office counterparts to their own devices.

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4. CONCLUSIONS.--

- a. The overt Offices are not duplicating central administration to any significant degree.
- b. Written procedures in all functional areas should be developed by Central Administration in order to improve procedural cohesiveness.
- c. Central Administration officials could improve their relationships with the overt Offices by carrying their services to the operator instead of waiting for the operator to come to them.
- d. Each overt Office, needs a small group of flexible medium level administrative generalists under its direct command.
- e. Overstaffing should be examined in ORR.

5. ACTION RECOMMENDED:--It is recommended that:

- a. The Deputy Director (Administration) emphasize to his key personnel within Central Administration the need for developing stronger technical relationships with the overt Offices.
- b. The Deputy Director (Administration) instruct all areas of Central Administration to develop written procedures for the use of operating office counterparts.
- c. An Organization and Methods examiner be assigned to study ORR functions, procedures and tables of organization.

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Deputy Chief, Organization and
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ANNEXES:

Existing Administrative Practices - Overt Offices

ACTION BY APPROVING AUTHORITY:

Date 5 May 52

Approved (~~disapproved~~), exceptions, if any.

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